

TRUST BOARD MEETING IN PUBLIC
27 JULY 2022
CHIEF EXECUTIVE'S REPORT

Introduction

This report aims to provide an update on key developments over the last couple of months in areas that will be of particular interest to the Board. Appended to this report is a list of the fantastic winners of our Trust CARE Value awards for April and May (Appendix 1), and a summary of Executive Management Committee and Transformation Board meetings over the last two months to provide oversight of the significant discussions of the senior leadership team in other areas (Appendix 2).

Like the national picture of NHS services, our Trust has been experiencing significant pressure in recent weeks. We have seen an increase in the numbers of colleagues testing positive for COVID-19 and either isolating and working from home or needing to take sick leave. This has added to the challenge of ensuring safe staffing levels across our sites. On top of this, the extraordinary temperatures we have seen in recent days have meant the Trust has operated under our Heatwave plan with additional support for hydration, air conditioning and fans where appropriate in terms of infection, prevention and control, and working from home to minimise unnecessary travel where possible.

These pressures come at a time when colleagues are continuing to recover, mentally and physically, from the past two years of working through a global pandemic, and I would like to take this opportunity to extend my gratitude to Trust colleagues as well as those in our partner organisations, for their continued dedication to delivering services for our patients and service users, and each other.

CQC inspection report

The Care Quality Commission (CQC) performed an unannounced inspection of our medical and surgical services in February 2022, followed by a well-led inspection in March. The CQC have now published their report of the Trust based on their findings during the days that they visited us as well as requested information that we submitted.

I am very pleased that the CQC have maintained our overall rating of 'Good', as well as 'Outstanding' for the 'Caring' domain. This is a remarkable achievement given the events of the past two years and the context at the time of the inspection, notably the high demand for our services in winter and following the peak of the COVID-19 Omicron variant, as well as associated staff absences. I personally feel privileged to work alongside colleagues who have been able to maintain a caring and compassionate attitude in their dedication to our patients and service users at such an incredibly difficult time.

The CQC identified several areas for improvement, some driven by known challenges in our estate, and reduced our rating for the 'Safe' domain to 'Requires Improvement'. We acknowledge that coming out of such a tumultuous time, we have work to do to ensure the fundamentals of safe patient care are routinely in place and there is lots of work underway by many towards this.

The CQC improved the Trust rating in the 'Well-led' domain, which is now 'Good'. This domain reflects the leadership and governance systems in place across the organisation and I am very pleased that the inspectors were able to see we have made progress in these elements since our last inspection in 2019. Of particular note, the report sites: "the Trust has an open culture where patients, their families and in general staff could raise concerns without fear". Establishing a speaking up culture in NHS Trusts has been a significant focus over the past several years since Sir Robert Francis' Freedom to Speak Up review in 2015 so, while every organisation will always have more it can do, I am pleased that this was something the inspectors noticed about BHT.

Performance and recovery

Significant focus remains on seeing patients as quickly and safely as possible.

In terms of urgent care, we continue to have challenges in seeing some patients in our Emergency Department (ED) within the timeframes that we aspire to and have recorded 71.9% performance against a target of 95% for the percentage of patients spending 4 hours or less in ED in June. Ambulance handover times have been the subject of national news recently and for June we are

reporting 27.3% against a target of 65% of handovers taking 15 minutes, and 78.6% against a target of 95% of handovers taking 30 minutes or less. Work continues in earnest with partners to improve the flow of patients through the hospital, focusing on facilitating discharge of patients who are medically fit to leave hospital.

For those patients waiting for planned care, a lot of hard work continues across all specialties, including a focus on those who have been waiting the longest. I would like to reiterate my thanks to members of the public for their patience while waiting for their appointments or treatment.

We are paying particular attention to the performance of our cancer services. While we are meeting our target of seeing 95% of patients referred for cancer testing within two weeks, due to the large numbers of patients waiting to be seen following the pandemic, we know there are many patients waiting at the next stage in their cancer pathway, whom we would typically expect to see within a maximum of 62 days. As of Friday 15 July, 342 patients had been waiting for longer than 62 days. We recognise this does not provide the experience we want to offer our patients, at what can be a particularly anxious time, and are working hard to improve this through enhancing our administrative processes so that patients receive communication as quickly as possible; expediting surgery where we can; and working with colleagues in neighbouring Trusts to help our patients see an oncologist. We expect to be able to report an improvement within the next couple of months and are aiming for the number of patients waiting longer than 62 days to be reduced to fewer than 200 patients by the end of September.

In the community, we are currently performing above the 80% target for patients with urgent referrals seen within two hours by our community teams (the Urgent Community Response services); however, our total waiting list for community services has been growing over the past few months and we have more to do to meet the demand for our services.

I would like to draw attention to the latest project to be rolled out in our digital programme - we have just launched Intellispace Critical Care & Anaesthesia (ICCA) in our intensive care units at both Stoke Mandeville and Wycombe Hospitals. ICCA is a digital application which enables charting, prescribing and clinical noting and is integrated with existing systems for patient monitoring. It will replace the current non-digital records used in the units. My thanks to our teams for their continued hard work enabling this.

Learning

In May we recorded seven instances of *clostridioides difficile* infection and four in June. We reported zero instances of MRSA bacteraemia infection in May and June. In May we recorded 423 births and 375 in June; in the same months we recorded 78 and 89 deaths, respectively. We did not report any never events in May, however, I am disappointed to confirm that on 1 July we reported an incident that had occurred a few days prior in June, had met the criteria of a never event. A guide wire was found to have been retained during a chest drain. This has been discussed with the patient involved and the guide wire removed, and colleagues involved are being supported. A full investigation is now taking place.

We continue to learn from what we have done right as well as where our patient care may not have met the high standards that we aspire to. In May we recorded 37 formal complaints and 39 in June; in total we received 164 excellence reports in these two months.

The following is an example of the personal and compassionate care we aspire to deliver at all times:

“XXX supported the admission and treatment of a very challenging paediatric patient. The surgical team which the child was admitted under were unsure whether this child would be able to attend and proceed with their treatments because of the level of her anxiety. XXX was able to build a relationship of trust with the child and enabled [the child] to remain calm throughout her admission. An excellent example of patient-led, compassionate care.”

We are currently experiencing challenges in responding to enquiries via our Patient Advice and Liaison Service (PALS) and formal complaints. This is due to staff resourcing issues which are being rectified but, in the meantime, I know that those currently using these services may not have experienced the

high standard that we continually strive to deliver, and I would like to apologise for this. Our teams are doing their utmost to communicate and respond within the expected timeframes, and we greatly appreciate the public's patience at this time.

People and Partners

Under the Health and Care Act 2022, from 1 July two core parts of the Buckinghamshire, Oxfordshire and Berkshire West Integrated Care System (BOB ICS) became statutory bodies: an Integrated Care Board (ICB) which amongst others takes on the functions of the Clinical Commissioning Groups (dissolved on 30 June) within the area; and an Integrated Care Partnership (ICP) which has responsibility for delivering a health and wellbeing strategy for the system together with local authorities and other key partners.

I would like to welcome Philippa Baker as ICB Place Director. Philippa has a wealth of experience in the public sector, most recently overseeing delivery of the Health and Care Act 2022 through Parliament. We look forward to working closely with Philippa and the rest of the Integrated Care Board, further details of which can be read here: <https://www.bucksoxonberksw.icb.nhs.uk/what-is-the-icb/our-board-leadership/>.

I would also like to take this opportunity to congratulate Dan Leveson, Deputy Director of Strategy, for his appointment as ICB Place Director for Oxfordshire. Dan has worked for our organisation since 2018 and has been instrumental in developing our corporate and clinical strategy, as well as engaging with our communities on many initiatives during this time. This promotion is a tremendous achievement for Dan and I have no doubt he will lead great things for the health and wellbeing of our neighbouring county.

In June we celebrated our annual staff awards – One Team, One Goal – with several categories including but not limited to: Quality Improvement & Innovation, Lifetime Achievement, People's Award for Personal and Compassionate Care, Volunteer of the Year, and Rising Star. It is always a highlight of the year taking time to celebrate our colleagues and especially reading their nominations. As an NHS Trust we are lucky to work with dedicated people who have a huge variety of skills and expertise in many different specialties, several of whom are leaders in their fields, and it is wonderful to have the chance to recognise when individuals and teams go above and beyond.

We were also able to celebrate 30 years of Scannappeal, a charity that fundraises for equipment for several different fields. Since being established in 1987 they have raised a total of £16m and funded equipment in every major department in our hospitals. I would like to take this opportunity, on behalf of the Board, to thank the charity and especially all of the volunteers, both past and present, for the incredible support they have given, and continue to give, to our organisation and our patients and service users.

Proud to be BHT

In the height of the COVID-19 pandemic, Olympic Lodge was set up in a joint initiative together with colleagues in social care from Buckinghamshire Council. This was a pilot of an integrated discharge hub with the aim of providing a setting for patients who are medically fit to be discharged from hospital but who require ongoing care. I have appended to this report a poster (Appendix 3) outlining the project and its successes in more detail. I look forward to using the evaluation of this pilot to inform future initiatives in partnership with Buckinghamshire Council.

The Thames Valley Trauma Network recently conducted a peer review of the performance of our trauma units. The review made several recommendations but did not raise any immediate risks or concerns. They highlighted "many areas of good practice" and were "impressed by the proactive and often innovative solutions that have been implemented and the level of care by the teams involved at the trauma unit". My congratulations to all the clinical, operational and support teams involved in the service.

The Trust has been awarded the Ministry of Defence Employer Recognition Scheme Silver Award by the Reserve Forces' & Cadets' Association for the South East. Four years ago we started our journey in formally recognising our support for veterans of the armed forces under the Armed Forces Covenant and I am grateful for the huge amount of work by many colleagues to ensure our services

meet the needs of these members of our local population. Work now continues in our ambition to achieve the Gold Award.

Huge congratulations to Mr Edward Arbe Barnes, one of our junior doctors, who has won the F1/F2 Research Award in the prestigious 2022 Dr Falk-Pharma/Guts UK Charity national awards for his investigation in the biology of tumours in pancreatic cancer titled: 'Single Cell RNA Sequencing of Pancreatic Ductal Adenocarcinoma (PDAC) Epithelial Cells'. Lots of colleagues lead and participate in research in different areas across the Trust and it is always brilliant to see individual projects receiving such significant awards.

In June we held several celebrations. At the start of the month we joined the nation in decorating our wards and offices in honour of Her Majesty the Queen's Platinum Jubilee. Many colleagues went to huge efforts to create extraordinary displays and celebrate as a team in their breaks. My thanks to those who showed particular dedication to our patients and fellow colleagues by working over the weekend and bank holidays.

We also celebrated our amazing volunteers during Volunteers' Week. We currently have over 320 active volunteers providing invaluable support to patients and colleagues in many different parts of the organisation, from ward support and meal-time companions to gardeners.

June was also Pride month and this year marks 50 years since the events that led to the establishment of LGBTQ+ rights. I was honoured to raise our new Pride Progress flag outside the main entrance of Stoke Mandeville Hospital and join the celebrations with colleagues. We have more to do to ensure everyone feels they can bring their whole selves to work, but I hope that our open and visible support to this community helps towards our ambition to be an inclusive organisation and a Great Place to Work.

Lastly, I would like to thank the RAF Halton recruits who recently volunteered in the gardens at our Brookside Clinic. Their hard work has helped hugely to progress the development of a new garden for use by colleagues and users of our Community Head Injury Service. We are extremely grateful for their support.

Neil Macdonald
Chief Executive

Appendix 1 – Trust CARE Value awards

Appendix 2 – Executive Management Committee and Transformation Board

Appendix 3 – Olympic Lodge poster

Appendix 1 – Trust CARE values awards

I am delighted to share this summary of the winners of our Trust CARE value awards. Every month from all nominations received from colleagues and members of the public, the Executive Management Committee award four winners, one for each of four categories, which are: Collaborate, Aspire, Respect, and Enable.

April 2022

Category	Name	Role	Nomination	Nominated by
Collaborate	Dr James Maggs	Gastroenterology Consultant	We had an elderly patient recently discharged from a ward requiring an urgent colonoscopy. We managed to book him an appointment, but the patient and his wife were unable to collect the bowel prep from the pharmacy at Wycombe as they were unable to drive and their daughter who could have done this had Covid. In order to avoid a delay in the patient's treatment Dr Maggs kindly offered to collect the prescription from pharmacy and deliver it to the patient himself as he passed their house on his way home. The patient was able to attend his appointment as planned and I would like to acknowledge this act of kindness by Dr Maggs for going above and beyond to ensure the patient was able to have his procedure within the appropriate time frame.	Staff
Aspire	Sarah Shipley	Sister ICU	Sarah has been a pillar of support for several staff members, inspiring them to improve their patient care, which has subsequently improved patient experience of this. An example of this is garden visits for ICU patients; although this was standard practice pre-pandemic, Sarah has been the influence behind members of the team getting patients outside for family visits etc, improving their mental wellbeing. She is a fantastic leader and teacher and an inspirational nurse, and I believe that my practice has improved in my time working with her.	Staff
Respect	Maureen Malanaphy	Sister Ward 6	Maureen is an exceptional ward sister who always has time for her staff. If any member of staff has an issue either work related or personal, she is always willing to listen and help where she can. She often goes above and beyond her role when caring for her staff, emotionally and practically and is always available to assist her staff in enabling them to be able to provide safe care for their patients. An example is a member of staff whose Mum died suddenly. Maureen stepped up and provided care and support to him throughout this traumatic time. This same member of staff developed cancer during this period and Maureen continues to support him practically and emotionally. Maureen is the glue that holds the ward 6 team together and without her support and protection the team would not feel valued, supported and appreciated. Maureen has intervened when plans to move staff to other wards would result in the remaining staff being unable to provide safe care to their patients demonstrating that the safety and welfare of her staff and patients is her priority.	Staff
Enable	Rachel Osnowska-Evans	Senior Admin Marlow ACHT, Marlow Health Clinic	Rachel works as a senior admin for Marlow ACHT. Rachel is always willing to help not only her team but other localities in ACHT. When Thame ACHT had no admin in post, Rachel arranged a rota for herself and the other 2 admin in Marlow ACHT to rotate to Thame ACHT to ensure there was admin cover until there was new staff in post. Recently there has been sickness in Southern ACHT and	Staff

			Rachel has travelled to Southern so there is admin support and she was given no notice to do this. Rachel is always so happy to support the bigger team.	
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May 2022

Category	Name	Role	Nomination	Nominated by
Collaborate	Waterside Ward Team Amersham	Various	My father, who is 87 and has Parkinson's Disease, after 6 weeks under medical care at another Trust, was admitted to Waterside Ward for his rehabilitation after being seriously ill. Throughout his stay the care, empathy, encouragement and compassion given to my father was outstanding. The whole team was incredibly welcoming and friendly from the clinical teams right the way through to the support services such as cleaning and catering and he was put an ease from the beginning. The change in him over the four weeks he was on the ward was marked. From the nurses who cared and encouraged him to the physios, occupational therapists and speak and language teams who helped rehabilitate him. The support and reassurance from other teams was also outstanding with a special mention to the Doctors, the Parkinson's nurse and the activities team, who all combined to help enormously on his journey. He has now been discharged and has a quality of life that we did not feel was likely a few weeks previously. Thank you all.	Relative
Aspire	Sarah Davies	Health Visitor	Sarah attended a New Birth Visit for a baby who had been diagnosed with a congenital abnormality. During the visit, the Baby unexpectedly suffered a critical event. Sarah remained calm and in control of the situation, applied pressure to the site of the bleed, called an ambulance and kept parents calm and reassured while waiting for an ambulance. The baby was taken to hospital where baby received further, lifesaving treatment. I am proud to be Sarah's colleague and while I hope I never find myself in this situation (it is not expected in our role), I can only aspire to be as calm and competent as Sarah demonstrated that day.	Staff
Respect	Mark Henderson	Health care assistant Ward 2 Stoke Mandeville	We cannot praise Mark enough, his care, patience, genuinely kind attitude to the patients, of whom some were extremely trying and difficult but made no difference he retained his calm manner and was just amazing. You should be very proud of this young man; he is a great ambassador for Stoke Mandeville.	Relative
Enable	The Wycombe Endoscopy Nursing and Decontamination team	Various	The Wycombe Endoscopy Team managed to relocate the entire unit from the 1st to the 5th floor of the tower block at WGH over the course of a weekend and only 2 working days. This is a complex unit with multiple large machines as well as IT systems and several patient areas which needed to be moved, set up and tested. The nursing and decontamination team worked incredibly hard together to physically move every piece of equipment and to overcome many unanticipated challenges to produce a fully functional unit. This was up and running full lists the following day with a smooth	Staff

			patient pathway in a calm, safe and professional setting. Everyone involved should be congratulated on this remarkable achievement.	
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Appendix 2 – Executive Management Committee and Transformation Board

Executive Management Committee 17 May to 12 July 2022

The Executive Management Committee meets three times a month and covers a range of subjects including progress against our strategic aims, performance monitoring, oversight of risk and significant financial decisions. The meeting is chaired by the Chief Executive Officer and attended by Executive Directors. The following provides an overview of some of the key areas considered by the committee since 17 May 2022.

Quality and Performance

Infection prevention and control report
Integrated performance report
Care Quality Commission (CQC) insight report
Ockenden report
Maternity safety report
Midwifery staffing report
Serious Incidents report
Safe staffing report
Urgent and emergency care improvement programme
Nursing, midwifery and allied health professionals strategy
Quality Account
Equality and Quality Impact Assessment
Draft Paediatric Special Educational Needs or Disability action plan

People

CARE awards
Temporary staffing joint programme
Publishing facility time
Medical appraisal and revalidation annual report
Freedom to Speak Up Guardian annual report
Statutory and mandatory training plan
Appraisals plan
People Promise retention exemplar programme
Messenger review

Money

Contracts update
Monthly finance report
Integrated Care System financial plan

Strategy, Digital, Estates & Commercial

Information governance strategy
Record management strategy
Information governance and data security & protection toolkit
Cyber resilience

Governance

Internal Audit
Corporate Risk Register
Compliance with legislation
External reviews
Lapsed policies and policies due to lapse report
The following policies were approved:

- BHT Pol 147 Charitable Funds Investment Policy
- BHT Pol 129 Media Policy
- BHT Pol 059 IT Computer Usage Policy
- BHT Pol 208 IT Mobile Device Security Policy
- BHT Pol 244 Mental Capacity Act and Deprivation of Liberty Standards Policy
- BHT Pol 093 Safeguarding Adult Policy
- BHT Pol 156 Information Governance Policy for the Use & Release of Person Identifiable Data
- BHT Pol 079 Risk Management Policy
- BHT Pol 033 Display Screen Equipment Policy

Transformation Board

Established in 2020-21 as an Executive-level meeting with clinical leads from across the Trust, Transformation Board is dedicated to strategic projects and oversight of delivery of the operating plan. It meets on a monthly basis covering transformation portfolio updates, strategic business cases, and quality improvement. Below is an overview of some of the areas considered in the last two months:

Quality Improvement projects on a page
Quality Improvement leadership development
Virtual wards
Deep dive: temporary staffing
Operating Plan monthly update
Portfolio updates:

- Urgent and emergency care
- Planned care
- Integrated communities
- Diagnostics
- National Spinal Injuries Centre and rehabilitation
- Digital and technology
- Great place to work
- Property
- Quality plan

Thanks to you...

"Thank you all so much to all of the staff at Stoke Mandeville, you are all amazing"

"I feel more independent"

"They are lovely. Very nice. Very helpful. They are on your doorstep, you know... I've got this remote and if you want anything, you press that button and they are here quickly as flash!"

"The two weeks I stayed here helped me find my feet. I hope Olympic Lodge continues long-term"

"I came here malnourished, so they ensured I had hot lunches and dinners, they understood my situation, they were great"

Olympic Lodge has provided the opportunity to pilot a new approach for Buckinghamshire, an integrated discharge hub, with the long-term intention that the model will eventually replace Buckinghamshire Healthcare CCCT. By consolidating a limited workforce onto one site, Olympic Lodge provides a more concentrated level of care meaning a greater number of patients can go home more quickly and with reduced care packages.

- staffed by co-located nursing and social care staff – council healthcare assistants worked alongside NHS nurses
- provides additional acute hospital capacity for our sickest patients through winter 21/22
- improves hospital flow
- delivers additional capacity for reablement that is not dependent on private providers

19  **days** to set up 22 bed facility

100+  members of staff involved in setting up, running and closing the Olympic Lodge

In the 18 weeks* it was open:

167 admissions 

11 days average length of stay 

11 weeks max length of stay 

**Extended by 9 weeks due to success*

65% of service users care needs did not change during admission

41% of service users mobility improved during admission

74% of service users function improved

Evaluation

Key themes from a robust evaluation* was that Olympic Lodge was able to offer:

- real person-centred care
- caring relationships with healthcare practitioners
- patient awareness of package of care
- promotion patient independence
- genuine coordinated care

**Evaluation undertaken by Bedfordshire University*

Bucks Health Care Trust, Buckinghamshire Council and Serco have together created a facility that not only adds value and benefit to Buckinghamshire residents, but that provides a blueprint for future intermediate care.

This integrated intermediate care facility, played a vital part in ensuring 'flow' in our local health and care system during the extreme challenges of this winter.